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Lodging Hospitality

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COVER Opryland Hotel's George Aguel, vice president/marketing (left) and Jack Vaughn, general manager. Design by Sherry A. Griffith. Photo by Ben Loftis.

LODGING'S 400 TOP PERFORMERS

LODGING'S 400 TOP PERFORMERS

Our annual study of the industry's top-performing lodging properties shows once again that you don't need to be big to be successful.

A new crop of properties have joined some familiar names heading the list of *Lodging Hospitality*'s exclusive study of the lodging industry's 400 Top Performer hotels, motels and resorts.

For example, Morgans, a glitzy new property in Manhattan, topped the center city category with annual sales per room of $136,607. But a hotel doesn't need to be big or high-profile to be successful. The small Holiday Isle Resort tucked away in the Florida Keys topped all 400 properties with a $188,338 sales-per-room figure.

There are a number of ways to gauge the operating success of a hotel:

- **Sales Per Room.** This is the basic measure *Lodging Hospitality* uses to rank the 400 Top Performers. This ranking, which is determined by dividing a property's total annual sales by the number of available guestrooms and suites, enables small properties to compete on equal footing with large mega-hotels.

Compared to the rest of the industry, the Top Performer group posted phenomenal sales-per-room numbers. According to Laventhol & Horwath's *U.S. Lodging Industry 1988*, the typical lodging property earns $22,685 in annual sales per room. By contrast, the median sales per room for the resort Top Performers is $53,687. Other categories had similar results.

- **Total Sales.** Fourteen of the 400 Top Performer properties—all in the center city or resort categories—topped $50 million in annual sales. The leading revenue machines are the Hyatt Regency Chicago ($100 million); Opryland Hotel, Nashville ($99.4 million); Boca Raton Resort & Club, Boca Raton, FL ($79 million); Disneyland Hotel, Anaheim, CA ($75 million); and Trump Plaza Hotel & Casino, Atlantic City ($68.2 million).

- **Occupancy.** One quick, but not certain, path to lodging success is high occupancy. Thirty Top Performer properties reported average occupancies above 85 percent. Leading the list is the 420-room Hale Koa Hotel in Honolulu. The property, which did nearly $19 million in sales last year, is a government-operated hotel used as an R&R resort for armed services personnel.

Other high-occupancy Top Performers include the Quality Inn-Airport, Philadelphia (95 percent); Hilton Natick, MA (94 percent); Villa Roma Country Club, Calicoon, NY (93 percent); and the Holiday Inn-Midway in Chicago (93 percent).

Not all lodging properties enjoy such strong occupancies. One questionnaire returned from a budget motel property near the Cleveland airport reported an 18.2-percent annual occupancy. Obviously, the motel didn't make the Top Performer list.

- **Food and Beverage Sales.** Many Top Performer hotels rely on strong food and beverage sales for their success. This is especially true of casino hotels, which use complimentary or reduced-price food and beverage as a tool to attract gamblers.

Three of the top five F&B sales producers are Atlantic City casino properties. The Trump Plaza Hotel & Casino leads with $42.8 million in food and beverage revenues, representing nearly 63 percent of the hotel's non-casino revenues.

- **REVPAR.** Revenues Per Available Room, or REVPAR, is a relatively new way of measuring the success of hotels and motels. Like sales per room, it is a way of comparing large and small properties on an equal basis.

REVPAR tracks the amount of daily sales a property generates for each of its guestrooms and suites. It is calculated by multiplying a hotel's occupancy by its average daily

rate.

Morgans, the top center city property, also has the highest REVPAR of all 400 Top Performers. The hotel generates an amazing $342.47 in rooms revenues for each of its 112 rooms. By contrast, according to Smith Travel Research, average REVPAR for the lodging industry was $33.94. Even in New York, where Morgans is located, REVPAR for the average hotel is less than $90.

Twenty properties in the Top Performers group have REVPARs above $120.

A composite look at the facilities and operating characteristics of the Top Performers reveals that it is a group of fairly new properties, primarily independently operated that relies on high levels of service and increasing use of technology for their success.

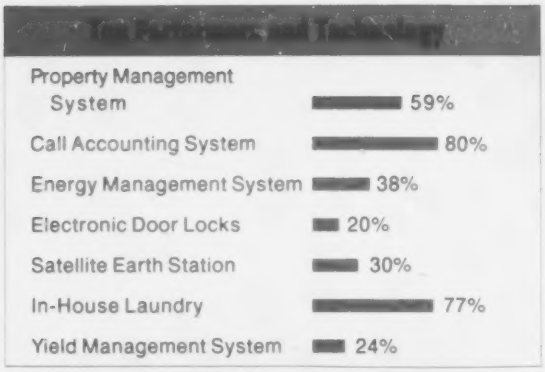
Nearly half of the 400 properties are less than 10 years old, and another one-third have been in business between 11 and 25 years. Only seven percent have been operating more than 50 years.

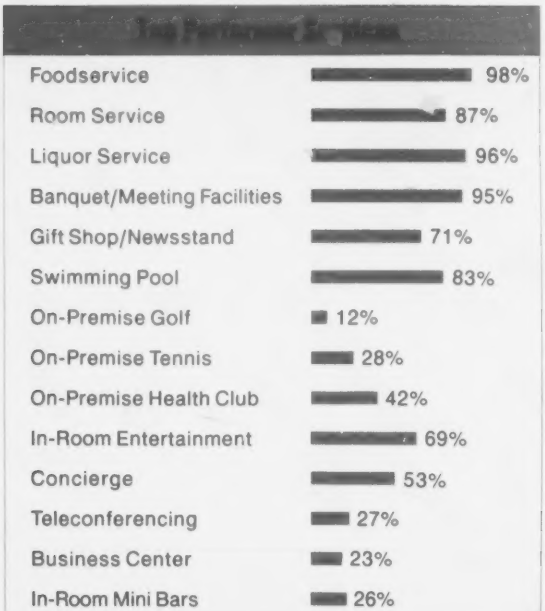
Independents still dominate the list. Forty-four percent of the properties are true independents, while another 32 percent are franchises or belong to a referral group. Parent companies control (own or manage) just 24 percent of the properties.

The amount and types of facilities in each property vary by size and market segment. However, several generalities can be made about the group: Nearly every property offers foodservice, liquor service and banquet and meeting space. Other popular amenities include room service (87 percent of properties), swimming pool (83 percent) and in-room entertainment (69 percent).

Business centers and in-room mini bars are apparently becoming more popular. Nearly one-fourth of the properties in the survey offer either or both amenities. Among Canadian Top Performers, 56 percent have mini-bars and 80 percent offer in-room entertainment.

Availability of some facilities and services depends on the type of property. As expected, virtually no center city, suburban or highway hotels offer on-premise golf, but 43 percent of resort hotels have courses. Health clubs, too, are more common in resorts (54 percent)





PROPERTY, LOCATION	OCCUPANCY (%)
Hale Koa Hotel, Honolulu, HI	99
Quality Inn-Airport Philadelphia, PA	95
Hilton Natick, Natick, MA	94
Villa Roma Country Club, Calicoon, NY	93
Holiday Inn-Midway, Chicago, IL	93
Morgans Hotel, New York, NY	91
Woodloch Pines, Hawley, PA	91
Barbary Coast Hotel, Las Vegas, NV	91
Doral Inn, New York, NY	90
Trump Plaza Hotel & Casino, Atlantic City, NJ	90
Trump Castle Hotel & Casino, Atlantic City, NJ	90

The Hale Koa Hotel, a government-operated facility for armed service personnel on Waikiki Beach, traditionally heads the Top Performer list of high occupancies. The list also includes a variety of property types, including several airport hotels (Quality Inn-Airport in Philadelphia and Chicago's Holiday Inn-Midway) as well as several center city, resort and casino hotels.

and airport hotels (53 percent) than in other types of properties.

Most operators of Top Performer properties are committed to technology. More than half of all properties have computerized property management systems, and 80 percent use a call accounting system. Yield management, a technology that's relatively new to lodging, is used by nearly one-fourth of the hotels.

Although many hotels are looking for ways to trim payroll costs, most Top Performer hotels have higher than average payroll expenses and employee per room ratios.

As a group, the Top Performers have 118 employees per 100 guestrooms. An accepted industry rule of thumb states that a high quality

HOW WE DID IT

Compiling the list of lodging's 400 top performers is a six-month job that involves hundreds of man-hours to complete. Here is how we do it:

- In February, questionnaires are sent to virtually every lodging property on *Lodging Hospitality*'s circulation list. The survey form asks the owner or manager of each property to list sales, occupancy, payroll and employee information for the facility's most recent fiscal year. In addition, the form requests data on the types of services and facilities offered at the property.
- About six weeks after the initial mailing, questionnaires are sent to those owners and managers who didn't respond the first time.
- Only those forms with complete sales, occupancy, payroll and employee data are considered for inclusion in the list. Properties are ranked by total sales per guestroom in each market category.
- Similarly, questionnaires are sent in early June to more than 125 other lodging companies to compile lists of the industry's largest chains (page 76) and management companies (page 84).

Any property, chain or management company that wants to be part of next year's survey should write to 400 Editor, Lodging Hospitality, 1100 Superior Ave., Cleveland, OH 44114.

Tops in F&B Sales

PROPERTY, LOCATION	FOOD & BEVERAGE SALES ($000)
Trump Plaza Hotel & Casino, Atlantic City, NJ	42,838
Opryland Hotel, Nashville, TN	37,636
Trump Castle Hotel & Casino, Atlantic City, NJ	35,000
TropWorld Casino & Resort, Atlantic City, NJ	29,600
Hyatt Regency Chicago, Chicago, IL	29,000
Boca Raton Resort & Club Boca Raton, FL	28,000
Disneyland Hotel, Anaheim, CA	25,500
Broadmoor Hotel, Colorado Springs, CO	25,500
Hotel Del Coronado, Coronado, CA	24,000
Chicago Marriott, Chicago, IL	20,000
Atlanta Hilton, Atlanta, GA	20,000

Many properties—particularly resorts and large convention hotels—rely on strong food and beverage sales to boost profitability. Most operators of casino hotels use complimentary or reduced-priced food and beverage to lure gamblers into their properties. The Trump organization's highly successful tandem of Atlantic City properties take two of the top three spots in the list of leading F&B sales producers. The Opryland Hotel, the huge convention property in Nashville, is sandwiched between the two Trump properties with nearly $38 million in F&B revenues.

REVPAR: The New Measure

PROPERTY, LOCATION	REVPAR ($)
Morgans Hotel, New York, NY	342.47
The Lowell Hotel, New York, NY	241.99
L'Ermitage Hotel, Beverly Hills, CA	239.10
Halekulani Hotel, Honolulu, HI	202.63
Bel Age Hotel, West Hollywood, CA	182.65
Hilton Natick, Natick, MA	180.25
Caneel Bay, St. John, USVI	179.44
Kona Village Resort, Kailua-Kona, HI	175.34
Ventana, Big Sur, CA	172.19
Holiday Isle Resort, Islamorada, FL	158.17

REVPAR, or revenues per available room, is the latest statistical measurement of lodging property performance. It measures the amount of sales a property generates for each of its guestrooms or suites and, thus, is a function of average rate and occupancy. REVPAR is calculated by multiplying a hotel's occupancy by its average room rate. Morgans Hotel in New York City leads all Top Performer properties in REVPAR. The property generates $342.47 in revenues daily for each of its 112 rooms. By contrast, according to Smith Travel Research, REVPAR for the total lodging industry was $33.94 in 1988. Even in New York, REVPAR for the average hotel is less than $90.

property has 100 employees for every 100 rooms.

Resorts, in particular, are highly labor intensive, averaging nearly 200 workers for every 100 rooms.

The lodging chain report portion of the study (see page 76) reveals some interesting shifts among the top multi unit hotel companies. The list of top ten chains contains some familiar names but in some new positions.

For example, based on total U.S. rooms open and operating as of December 31, Marriott Lodging Group moves into third place behind perennial leaders Holiday Corp. and Best Western International.

Marriott had 125,216 rooms in 487 domestic properties. The Washington, DC based chain has become a strong proponent of segmentation. It currently offers five products, ranging from the 84,000 room Marriott Hotels & Resorts brand to the new five property, 1,200 room Marriott Suites segment.

Just behind Marriott is perhaps the most innovative of the chain segmenters, Quality International, with 1,060 U.S. properties and 121,746 rooms. The chain has six brands, including the new hard budget Sleep Inns.

Ramada Hotel Group, last year's number three chain, slipped to number five with 665 properties and 108,000 rooms. Next year, Ramada's franchised properties will probably be included under Howard Johnson's franchise umbrella.

Another gainer in the list is Days Inns of America, up to number six from last year's eighth spot. The Atlanta based chain gained more than 200 U.S. properties and 20,000 plus rooms since 1988.

Hyatt Hotels also jumped two places (from eleven to nine) and gained 3,000 rooms. Both Hilton Hotels and Sheraton Corp. lost rooms, and each fell one position.

The top 10 chains account for 1.2 million rooms, or about 43 percent of the industrywide total of 2.8 million plus. Of course, these chains actually own or manage far fewer properties, about 10 percent of the total. On the other hand, 64 percent of the properties in the top 10 chains are either franchises or members of a referral group.

Segmentation continues to be an important marketing tool for most lodging chains. The 38 companies profiled in the study operate 88 separate lodging brand names. Howard Johnson leads the dubious honor as the chain with the most brands—seven, including its core brand, two suite brands and its new Wellesley Inn limited service brand.

Many chains continue to look overseas for expansion opportunities. The top 10 U.S. chains, for example, also have a combined 2,015 foreign properties with 233,971 rooms.

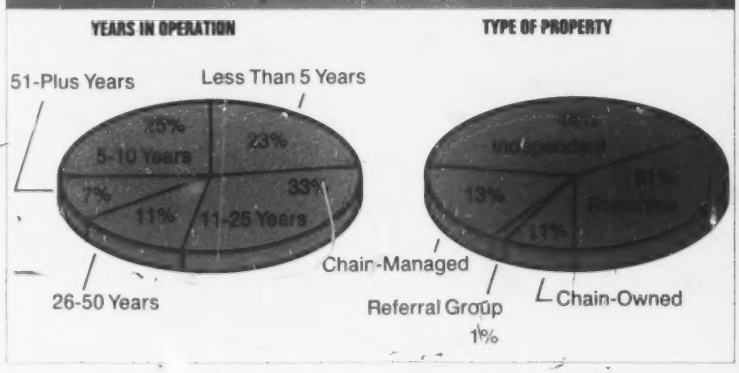
Most aggressive chain in foreign expansion is Best Western. The referral group has 1,545 overseas affiliates, accounting for just under 100,000 rooms. Holiday Inns has 197 foreign properties with 97,000 rooms.

Other chains with significant brand presence overseas include Sheraton (45,000 rooms), Ramada (22,000 rooms) and Quality International (13,000 rooms). LH

Canadian Top Performers

PROPERTY, LOCATION	SALES PER ROOM ($)	GUESTROOMS AND SUITES	TOTAL SALES (C$'000)	AVERAGE OCCUPANCY (%)
Royal York Hotel, Toronto, ON	46,165	1,408	65,000	70
Best Western Parkway Inn, Cornwall, ON	43,956	91	4,000	76
Delta Montreal, Montreal, PQ	43,046	453	19,500	80
Sheraton Toronto East, Scarborough, ON	41,451	386	16,000	70
Gull Harbour Resort, Winnepeg, MB	40,000	100	4,000	78
Hotel New Foundland, St. John's, NF	39,579	302	11,953	74
Radisson London Center, London, ON	37,267	322	12,000	69
Ramada Airport West, Mississauga, ON	36,666	300	11,000	70
Delta Ottawa, Ottawa, ON	35,562	329	11,700	80
Blue Mountain Resort, Collingwood, ON	33,333	300	10,000	70

Top Performer Profile



LODGING'S 400 TOP PERFORMERS

CENTER CITY

Morgan's, a glitzy new hotel in Manhattan, heads a stellar list of top-performing center-city lodging properties.

RANK	SALES PER ROOM ($)	PROPERTY, LOCATION	ROOMS AND SUITES	TOTAL SALES ($000)	AVERAGE OCCUPANCY (%)
1	136,607	**Morgans Hotel,** New York, NY	112	15,300	91
2	120,968	**St. James's Club,** West Hollywood, CA	62	7,500	62
3	110,909	**L'Ermitage Hotel,** Beverly Hills, CA	110	12,200	73
4	101,754	**The Lowell Hotel,** New York, NY	61	6,907	80
5	100,253	**Bel Age Hotel,** West Hollywood, CA	198	19,850	74
6	95,127	**Ritz-Carlton Hotel,** Chicago, IL	431	41,000	75
7	80,003	**Willard Inter-Continental Hotel,** Washington, DC	362	28,961	69
8	76,923	**The Helmsley Park Lane Hotel,** New York, NY	650	50,000	69
9	76,923	**The Hay-Adams Hotel,** Washington, DC	143	11,000	71
10	75,676	**Fairmount Hotel,** San Antonio, TX	37	28,000	68
11	74,782	**Hotel Maison De Ville,** New Orleans, LA	23	1,720	70
12	73,825	**Missouri Athletic Club,** St. Louis, MO	149	11,000	30
13	72,262	**River Place Alexis Hotel,** Portland, OR	84	6,070	85
14	68,212	**Ritz-Carlton,** New York, NY	231	15,757	69
15	65,916	**St. James Hotel,** Red Wing, MN	60	3,955	71
16	65,493	**The Stanhope Hotel,** New York, NY	142	9,300	65
17	64,189	**The Beverly Hilton,** Beverly Hills, CA	592	38,000	75
18	64,179	**Mayfair Regent,** New York, NY	201	12,900	57
19	63,830	**Mondrian Hotel,** West Hollywood, CA	188	12,000	76
20	60,526	**Sorrento Hotel,** Seattle, WA	76	4,600	75
21	57,902	**Best Western Genetti Hotel,** Wilkes-Barre, PA	72	4,169	70
22	57,894	**Hotel 21 East,** Chicago, IL	247	14,300	68
23	57,658	**United Nations Plaza Hotel,** New York, NY	444	25,600	69
24	57,439	**Hotel Boulderado,** Boulder, CO	107	6,146	84

RANK	SALES PER ROOM ($)	PROPERTY, LOCATION	ROOMS AND SUITES	TOTAL SALES ($000)	AVERAGE OCCUPANCY (%)
25	57,346	**Doral Tuscany Hotel,** New York, NY	136	7,799	77
26	56,701	**The Whitney Hotel,** Minneapolis, MN	97	5,544	63
27	53,708	**Chicago Marriott,** Chicago, IL	1,173	63,000	80
28	53,247	**Le Parc,** Los Angeles, CA	164	8,200	74
29	52,374	**Mayfair House,** Miami, FL	179	9,375	57
30	50,667	**Howard Johnson Plaza,** San Juan, PR	150	7,600	85
31	49,893	**Hotel Kitano,** New York, NY	112	5,588	89
32	49,595	**Mayfair Regent,** Chicago, IL	247	12,250	69
33	49,529	**Hyatt Regency Chicago,** Chicago, IL	2,019	100,000	80
34	49,500	**Chateau Marmont Hotel,** Hollywood, CA	62	3,069	87
35	47,809	**Hawthorne Hotel,** Salem, MA	89	4,255	70
36	47,262	**Washington Marriott,** Washington, DC	347	16,400	84
37	47,107	**Le Dufy,** West Hollywood, CA	121	5,700	73
38	45,455	**The New Otani Hotel,** Los Angeles, CA	440	20,000	77
39	45,373	**The Madison Hotel,** Washington, DC	353	16,017	55
40	45,000	**Halloran House,** New York, NY	540	24,300	72
41	44,616	**Hotel Northampton,** Northampton, MA	73	3,257	53
42	43,946	**Sheraton Universal Hotel,** Universal City, CA	446	19,600	73
43	43,011	**Loews L'Enfant Plaza Hotel,** Washington, DC	372	16,000	73
44	42,372	**Boone Tavern Hotel,** Berea, KY	59	2,500	85
45	41,494	**Hilton Palacio del Rio,** San Antonio, TX	482	20,000	70
46	41,176	**Pacific Beach Hotel,** Honolulu, HI	850	35,000	80
47	40,930	**Sheraton at Fisherman's Wharf,** San Francisco, CA	525	21,488	84
48	40,850	**The Atlanta Hilton,** Atlanta, GA	1,224	50,000	60
49	40,698	**Arizona Inn,** Tucson, AZ	86	3,500	64
50	40,303	**Doral Park Avenue Hotel,** New York, NY	201	8,101	74
51	40,298	**The Lancaster Hotel,** Houston, TX	94	3,788	56
52	39,719	**Hershey Philadelphia Hotel,** Philadelphia, PA	428	17,000	72
53	39,145	**The Inn at Childrens,** Boston, MA	152	5,950	75
54	38,389	**New Orleans Hilton,** New Orleans, LA	1,602	61,500	64
55	38,304	**Royal Sonesta Hotel,** New Orleans, LA	500	19,152	74
56	38,286	**Berkshire Hilton Inn,** Pittsfield, MA	175	6,700	68
57	38,095	**Seattle Sheraton Hotel,** Seattle, WA	840	32,000	75
58	37,500	**Heathman Hotel,** Portland, OR	152	5,700	68
59	37,037	**Hyatt Sarasota,** Sarasota, FL	297	11,000	72
60	35,461	**Omni Park Central Hotel,** New York NY	1,269	45,000	86
61	35,128	**La Mansion Del Rio,** San Antonio, TX	337	11,838	72
62	35,000	**Best Western Gateway Inn,** Wooster, OH	100	3,500	70

RANK	SALES PER ROOM ($)	PROPERTY, LOCATION	ROOMS AND SUITES	TOTAL SALES ($000)	AVERAGE OCCUPANCY (%)
63	35,000	**Holiday Inn City Center,** Chicago, IL	500	17,500	80
64	34,845	**Doral Court Hotel,** New York, NY	246	8,572	77
65	34,729	**Doral Inn,** New York, NY	696	24,172	90
66	34,576	**Holiday Inn Union Square,** San Francisco, CA	401	13,856	72
67	34,562	**Radisson Hotel,** Wilmington, DE	217	7,500	69
68	34,361	**Penn Tower Hotel,** Philadelphia, PA	227	7,800	71
69	33,956	**The Clinic Center Hotel,** Cleveland, OH	348	11,817	63
70	33,865	**Holiday Inn,** Fort Lee, NJ	251	8,500	78
71	33,667	**Eureka Inn,** Eureka, CA	105	3,535	62
72	33,333	**Omni San Diego Hotel,** San Diego, CA	450	15,000	65
73	33,000	**Astor Hotel,** Milwaukee, WI	100	3,300	54
74	32,901	**Le Meridien Hotel,** New Orleans, LA	497	16,352	63
75	32,632	**The Hotel Majestic,** St. Louis, MO	95	3,100	65
76	32,520	**Holiday Inn,** Duluth, MN	240	7,805	76
77	32,432	**Houston Medical Center Hilton,** Houston, TX	185	6,000	70
78	32,385	**Henley Park Hotel,** Washington, DC	96	3,109	66
79	32,336	**Ramada Renaissance Hotel,** Washington, DC	351	11,350	69
80	31,770	**The Barclay Hotel,** Philadelphia, PA	240	7,625	55
81	31,200	**Holiday Inn Center of New Hampshire,** Manchester, NH	250	7,800	64
82	30,719	**Sheraton University Inn,** Syracuse, NY	232	7,127	68
83	30,000	**The Boulevard Suite Hotel,** St. Joseph, MI	90	2,700	71
84	29,545	**Savery Hotel & Spa,** Des Moines, IA	220	6,500	65
85	29,175	**Hotel Inter-Continental,** New Orleans, LA	497	14,500	62
86	29,033	**The Worthington Hotel,** Fort Worth, TX	508	14,749	60
87	28,916	**Holiday Inn Crowne Plaza,** Seattle, OR	415	12,000	73
88	28,908	**North Raleigh Hilton,** Raleigh, NC	339	9,800	63
89	28,750	**Le Reve,** West Hollywood, CA	80	2,300	61
90	28,731	**Lodge Alley Inn,** Charleston, SC	93	2,672	60
91	28,571	**Doubletree Hotel,** Orange, CA	455	13,000	65
92	28,571	**Carolina Inn,** Chapel Hill, NC	140	4,000	72
93	28,205	**The Hotel,** Spencer, IA	39	1,100	64
94	27,894	**The Pittsburgh Hilton,** Pittsburgh, PA	717	20,000	55
95	27,878	**Roosevelt Hotel,** New York, NY	1,070	29,829	64
96	27,657	**Hotel Lexington,** New York, NY	717	19,830	81
97	27,568	**University Hilton,** Los Angeles, CA	241	6,644	71
98	27,243	**Ridgeway Inn Hotel,** Memphis, TN	156	4,250	68
99	26,903	**Holiday Inn Golden Gateway,** San Francisco, CA	494	13,290	69
100	26,786	**Helmsley Medical Tower,** New York, NY	140	3,750	60

LODGING'S 400 TOP PERFORMERS

RESORT

Tiny 71-room Holiday Isle Resort & Marina in the Florida Keys tops the list of the most successful resort hotels.

RANK	SALES PER ROOM ($)	PROPERTY, LOCATION	ROOMS AND SUITES	TOTAL SALES ($000)	AVERAGE OCCUPANCY (%)
1	188,338	**Holiday Isle Resort,** Islamorada, FL	71	13,372	77
2	136,520	**Caneel Bay,** St. John, USVI	171	23,345	71
3	127,659	**Williamsburg Inn,** Williamsburg, VA	235	30,000	82
4	120,663	**Trump Plaza Hotel & Casino,** Atlantic City, NJ	566	68,295	90
5	120,083	**The Boulders Resort,** Carefree, AZ	120	14,410	74
6	114,314	**Halekulani Hotel,** Honolulu, HI	456	52,127	82
7	107,616	**Ventana,** Big Sur, CA	60	6,457	84
8	99,548	**Longboat Key Club,** Longboat Key, FL	221	22,000	75
9	97,500	**Singing Hill Country Club & Lodge,** El Cajon, CA	80	7,800	76
10	96,000	**Kona Village Resort,** Kailva-Kona, HI	125	12,000	75
11	95,049	**Ponte Verda Inn & Country Club,** Ponte Verda Beach, FL	202	19,200	75
12	94,885	**Trump Castle Hotel & Casino,** Atlantic City, NJ	606	57,500	90
13	92,857	**Broadmoor Hotel,** Colorado Springs, CO	560	52,000	59
14	91,106	**Lawrence Welk Resort,** Escondido, CA	132	12,026	78
15	87,591	**Arrowwood,** Rye Brook, NY	274	24,000	73
16	87,463	**Hotel del Coronado,** Coronado, CA	686	60,000	80
17	85,561	**Carambola Beach Resort Kingshill,** St. Croix, USVI	157	13,433	42
18	85,470	**Eagle Lodge,** Lafayette Hill, PA	117	10,000	70
19	82,412	**Candelero Hotel,** Humacao, PR	102	8,406	76
20	82,035	**Boca Raton Resort & Club,** Boca Raton, FL	963	79,000	64
21	76,655	**Rancho Bernardo Inn,** San Diego, CA	287	22,000	65
22	76,351	**Barton Creek Club & Conference Center,** Austin, TX	148	11,300	60
23	74,645	**Trapp Family Lodge,** Stowe, VT	93	6,942	76
24	74,193	**Royce Hotel,** Williamsburg, VA	310	23,000	75

RANK	SALES PER ROOM ($)	PROPERTY, LOCATION	ROOMS AND SUITES	TOTAL SALES ($000)	AVERAGE OCCUPANCY (%)
25	73,630	**Sonesta Beach Hotel,** Key Biscayne, FL	292	21,500	76
26	72,368	**Chaminade Conference Center,** Santa Cruz, CA	152	11,000	59
27	69,792	**Vistana Resort,** Orlando, FL	159	11,097	89
28	69,721	**Arizona Biltmore,** Phoenix, AZ	502	35,000	64
29	69,362	**The Colony Beach & Tennis Resort,** Longboat Key, FL	235	16,300	59
30	68,571	**Woodloch Pines,** Hawley, PA	175	12,000	91
31	64,687	**Doral Saturnia International Resort,** Miami, FL	96	6,210	52
32	63,884	**Disneyland Hotel,** Anaheim, CA	1,174	75,000	87
33	63,694	**The American Club,** Kohler, WI	160	10,191	71
34	63,562	**South Seas Plantation,** Captiva Island, FL	600	38,137	76
35	60,783	**El Encanto Hotel & Garden Villas,** Santa Barbara, CA	83	5,045	73
36	60,356	**Caesars Cove Haven,** Lakeville, PA	729	44,000	60
37	58,942	**Westcourt in the Buttes,** Tempe, AZ	298	17,565	81
38	58,719	**Doral Resort & Country Club,** Miami, FL	648	38,050	63
39	58,432	**Virgin Grand Hotel,** St. John, USVI	257	15,017	72
40	56,984	**Buena Vista Palace,** Buena Vista, FL	840	47,867	81
41	55,966	**Wintergreen Resort,** Wintergreen, VA	350	19,588	38
42	55,800	**Barbary Coast Hotel,** Las Vegas, NV	200	11,160	91
43	55,556	**Hotel Hershey,** Hershey, PA	250	13,889	70
44	55,555	**Villa Roma Country Club,** Callicoon, NY	216	12,000	93
45	55,031	**Harvey's Resort Hotel,** Stateline, NV	636	35,000	87
46	53,913	**Samoset Resort,** Rockport, ME	150	8,087	73
47	53,846	**Cranwell Resort & Hotel,** Lenox, MA	65	35,000	60
48	53,766	**Jared Coffin House,** Nantucket, MA	60	3,226	68
49	53,761	**Kona Kai Beach & Tennis Resort,** San Diego, CA	176	9,462	84
50	53,687	**Sheraton at Redondo Beach,** Redondo Beach, CA	339	18,200	78
51	53,398	**Shawnee Inn,** Shawnee on Delaware, PA	103	5,500	62
52	52,777	**Fess Parker Red Lion Resort,** Santa Barbara, CA	360	19,000	72
53	52,698	**Sheraton Makaha Resort,** Waianae, HI	189	9,960	63
54	52,570	**Opryland Hotel,** Nashville, TN	1,891	99,409	86
55	52,385	**San Diego Princess Hotel,** San Diego, CA	449	23,521	80
56	51,613	**Sunriver Lodge & Resort,** Sunriver, OR	310	16,000	50
57	51,200	**Tropworld Casino & Resort,** Atlantic City, NJ	1,000	51,200	85
58	50,000	**The Lodge at Woodcliff,** Rochester, NY	120	6,000	82
59	49,573	**The Martha Washington Inn,** Abingdon, VA	61	3,024	67
60	49,493	**Bonaventure Resort & Spa,** Ft. Lauderdale, FL	493	24,400	52
61	49,019	**Lighthouse Inn,** New London, CT	51	2,500	40
62	48,684	**San Luis Bay Inn,** Avila Beach, CA	76	3,700	70

RANK	SALES PER ROOM ($)	PROPERTY, LOCATION	ROOMS AND SUITES	TOTAL SALES ($000)	AVERAGE OCCUPANCY (%)
63	47,295	**Sanibel Island Hilton Inn,** Sanibel, FL	88	4,162	80
64	46,785	**Silver Sands Motel,** Key Biscayne, FL	56	2,620	70
65	46,440	**The Sea Venture Hotel,** Pismo Beach, CA	50	2,322	66
66	46,429	**Mana Kai Maui Resort,** Kihei, Maui, HI	140	6,500	89
67	46,242	**Turf Valley Hotel,** Ellicott City, MD	173	8,000	45
68	46,045	**Marina Del Mar Resort,** Key Largo, FL	66	3,039	53
69	46,000	**The Lodge,** Cloudcroft, NM	47	2,162	54
70	45,714	**St. Mary Lodge,** St. Mary, MT	70	3,200	65
71	45,455	**Sheraton El Conquistador,** Tucson, AZ	440	20,000	70
72	45,419	**The Homestead,** Midway, UT	43	1,953	53
73	45,210	**Hale Koa Hotel,** Honolulu, HI	420	18,988	99
74	44,911	**The Jupiter Beach Hilton,** Jupiter, FL	193	8,668	80
75	44,444	**'Tween Waters Inn,** Captiva, FL	126	5,600	75
76	44,361	**Treadway Newport Resort,** Newport, RI	133	5,900	72
77	44,028	**Alexander Hotel,** Miami Beach, FL	211	9,290	35
78	44,025	**Registry Resort,** Scottsdale, AZ	318	14,000	60
79	43,850	**Forest Hills Mountain Hideaway,** Dahlonega, GA	20	877	65
80	43,833	**Seabrook Island Resort,** Charleston, SC	300	13,150	31
81	43,750	**Holiday Inn La Concha,** Key West, FL	160	7,000	74
82	43,371	**Red Lion's La Posada Resort,** Scottsdale, AZ	264	11,450	65
83	43,209	**Napili Kai Beach Club Hotel,** Lahaina, HI	162	7,000	73
84	43,091	**Hawaiian Regent Hotel,** Honolulu, HI	1,346	58,000	85
85	42,857	**Sheraton Grand on Harbor Island,** San Diego, CA	350	15,000	75
86	42,857	**Lodge of Four Seasons,** Lake Ozark, MO	350	15,000	66
87	42,754	**Los Abrigados Resort,** Sedona, AZ	183	7,824	72
88	42,142	**Mohonk Mountain House,** New Paltz, NY	280	11,800	60
89	41,980	**Mendocino Hotel,** Mendocino, CA	51	2,141	46
90	41,916	**Georgian Hotel,** Lake George, NY	167	7,000	64
91	41,758	**Hershey Lodge & Convention Center,** Hershey, PA	455	19,000	72
92	41,666	**Nautical Inn Resort,** Lake Havasu, AZ	120	5,000	77
93	41,358	**Mariner's Inn,** Hilton Head Island, SC	324	13,400	68
94	41,339	**Mountain Laurel Resort,** White Haven, PA	254	10,500	65
95	40,981	**Doral Hotel on the Beach,** Miami Beach, FL	438	17,950	71
96	40,881	**Sonesta Sanibel Harbour Inn,** Ft. Myers, FL	318	13,000	70
97	40,816	**Cortina Inn,** Killington, VT	98	4,000	63
98	40,167	**Resorts International Casino Hotel,** Atlantic City, NJ	681	27,354	87
99	40,000	**Stonehurst Manor,** North Conway, NH	25	1,000	50
100	39,726	**Holiday Inn,** Longboat Key, FL	146	5,800	79

LODGING'S 400 TOP PERFORMERS

SUBURBAN

With a 94-percent annual occupancy, Massachusetts' Natick Hilton checks-in as the top suburban property.

RANK	SALES PER ROOM ($)	PROPERTY, LOCATION	ROOMS AND SUITES	TOTAL SALES ($000)	AVERAGE OCCUPANCY (%)
1	93,684	**Hilton Natick,** Natick, MA	190	17,800	94
2	88,511	**Sheraton Valley Forge Hotel,** King Of Prussia, PA	329	29,120	73
3	71,429	**Skipper Inn & Marina,** Fairhaven, MA	140	10,000	63
4	70,690	**Oyster Point Hotel,** Red Bank, NJ	58	4,100	76
5	65,292	**Scanticon Princeton Conference Center,** Princeton, NJ	291	19,000	65
6	59,488	**Harrison Conference Center,** Lake Bluff, IL	84	41,997	57
7	58,768	**Sheraton Smithtown,** Smithtown, NY	211	12,400	75
8	54,017	**Loews Glenpointe Hotel,** Teaneck, NJ	345	18,636	70
9	49,019	**Island Inn,** Westbury, NY	204	10,000	74
10	48,544	**Adam's Mark Hotel,** Philadelphia, PA	515	25,000	80
11	48,214	**Mountain View Inn,** Greensburg, PA	56	2,700	76
12	46,296	**Molly Pitcher Inn,** Red Bank, NJ	108	5,000	65
13	45,271	**Treadway Wellesley Inn,** Wellesley, MA	70	3,169	72
14	44,893	**Peabody Orlando,** Orlando, FL	891	40,000	70
15	43,770	**Red Lion Hotel,** Bellevue, WA	353	15,451	78
16	43,764	**McLean Hilton,** McLean, VA	457	20,000	70
17	43,503	**Sheraton Premiere at Tysons Corner,** Vienna, VA	455	19,794	63
18	43,416	**Embassy Suites Biltmore,** Phoenix, AZ	233	10,116	82
19	43,176	**Holiday Inn,** Matteson, IL	204	8,808	84
20	42,833	**The Inn at Nichols Village,** Clarks Summit, PA	114	4,883	75
21	42,288	**Novi Hilton,** Novi, MI	236	9,980	65
22	42,035	**Stouffer Waverly Hotel,** Atlanta, GA	521	21,900	68
23	41,406	**Marriott Crocker Center,** Boca Raton, FL	256	10,600	76
24	40,404	**Houstonian Hotel,** Houston, TX	297	12,000	65

RANK	SALES PER ROOM ($)	PROPERTY, LOCATION	ROOMS AND SUITES	TOTAL SALES ($000)	AVERAGE OCCUPANCY (%)
25	40,277	**Howard Johnsons Motor Lodge,** Flushing, NY	72	2,900	70
26	40,000	**Van Dyke Park Hotel,** Warren, MI	250	10,000	60
27	39,473	**Columbia Hilton,** Columbia, MD	152	6,000	70
28	39,302	**Jumer's Castle Lodge,** Peoria, IL	175	6,878	84
29	39,091	**Freeport Inn,** Freeport, ME	110	4,300	62
30	39,010	**The Simsbury Inn,** Simsbury, CT	100	3,901	37
31	38,569	**Broker Inn,** Boulder, CO	116	4,474	70
32	37,591	**Embassy Suites,** Charlotte, NC	274	10,300	65
33	36,809	**Stanford Park Hotel,** Menlo Park, CA	163	6,000	77
34	36,057	**Guest Quarters Suite Hotel,** Charlotte, NC	208	7,500	72
35	35,856	**Holiday Inn Crowne Plaza,** Natick, MA	251	9,050	75
36	35,686	**East Hanover Ramada,** East Hanover, NJ	255	9,100	86
37	35,325	**Drake Oakbrook Hotel,** Oak Brook, IL	169	5,970	55
38	35,185	**Bel Aire Hotel,** Erie, PA	135	4,750	72
39	34,400	**Radisson Plaza, Hotel,** Southfield, MI	385	13,244	56
40	34,050	**The Registry Hotel,** Charlotte, NC	180	6,129	72
41	33,441	**Best Western Genetti Motor Lodge,** Hazleton, PA	93	3,110	74
42	32,500	**Sterling Forest Conference Center,** Tuxedo, NY	60	1,950	61
43	31,654	**Ramada Inn,** Montvale, NJ	188	5,951	60
44	31,609	**Sheraton Commander Hotel,** Cambridge, MA	174	5,500	71
45	31,129	**Jumer's Castle Lodge,** Urbana, IL	131	4,078	79
46	30,483	**Mikado Best Western Hotel,** North Hollywood, CA	58	1,768	71
47	30,201	**Holiday Inn Conference Center,** Bridgeport, NJ	149	4,500	70
48	30,125	**Residence Inn Tysons Corner,** Vienna, VA	96	2,892	83
49	30,117	**Ramada Renaissance Hotel,** Richardson, TX	342	10,300	68
50	30,000	**Holiday Inn,** Evanston, IL	160	4,800	70
51	29,864	**Huntington Hotel,** Pasadena, CA	110	3,285	81
52	29,694	**Radisson Hotel South,** Bloomington, MN	575	17,074	60
53	29,412	**Columbia Inn,** Columbia, MD	289	8,500	65
54	29,206	**Doubletree Hotel,** Tucson, AZ	295	8,616	71
55	28,977	**Best Western Greenwood,** Bellevue, WA	176	5,100	78
56	28,751	**Holiday Inn Montgomery Field,** San Diego, CA	225	6,469	75
57	28,680	**Best Western Shelter Island Inn,** San Diego, CA	97	2,782	83
58	28,571	**Quality Inn at the Morgan,** Westboro, MA	98	2,800	69
59	28,445	**Holiday Inn Brentwood/Bel Air,** Los Angeles, CA	211	6,002	75
60	27,782	**Sheraton Hasbrouck Heights,** Hasbrouck Heights, NJ	349	9,696	61
61	27,692	**Altamonte Springs Hilton,** Altamonte Springs, FL	325	9,000	70
62	27,586	**AM Host,** McLean, VA	174	4,800	63

RANK	SALES PER ROOM ($)	PROPERTY, LOCATION	ROOMS AND SUITES	TOTAL SALES ($000)	AVERAGE OCCUPANCY (%)
63	27,559	**Contestoga Hotel,** Anaheim, CA	254	7,000	78
64	27,131	**Radisson Valley Forge,** King of Prussia, PA	160	4,341	60
65	26,984	**Sheraton Hotel,** Huntington, CT	315	8,500	78
66	26,960	**Parke University Hotel,** Columbus, OH	204	5,500	70
67	26,637	**Sheraton Park Place Hotel,** Minneapolis , MN	298	7,938	66
68	26,635	**Sheraton Northwest,** Brooklyn Park, MN	214	5,700	60
69	26,399	**Holiday Inn Memphis East,** Memphis, TN	243	6,415	67
70	26,321	**Pickwick Motor Inn,** Plainview, NY	84	2,211	80
71	25,770	**Doubletree Hotel at Corporate Woods,** Overland Park, KS	357	9,200	72
72	25,723	**Holiday Inn French Quarter,** Perrysburg, OH	311	8,000	61
73	25,616	**Holiday Inn I-675,** Fairborn, OH	203	5,200	68
74	25,566	**Best Western Golden Lion,** Anchorage, AK	83	2,122	70
75	25,333	**Best Western Midway Motor Lodge,** Lansing, MI	150	3,800	70
76	25,000	**Residence Inn,** Princeton, NJ	128	3,200	80
77	24,850	**Holiday Inn,** Burnsville, MN	147	3,653	74
78	24,747	**Tyee Hotel,** Olympia, WA	146	3,613	57
79	24,725	**Bellevue Holiday Inn,** Bellevue, WA	182	4,500	80
80	24,545	**Kimballs by the Sea,** Cohasset, MA	55	1,350	50
81	24,453	**Best Western Braddock,** LaVale, MD	108	2,641	75
82	24,360	**Keller Ramada Inn,** Effingham, IL	169	4,117	72
83	24,345	**Ramada Hotel,** Clark, NJ	191	4,650	72
84	24,324	**Omni Memphis Hotel,** Memphis, TN	370	9,000	60
85	24,189	**Oberlin College Inn,** Oberlin, OH	74	1,790	62
86	24,086	**Adam's Mark Houston,** Houston, TX	604	14,548	60
87	24,075	**Sheraton Denver Technical Center,** Denver, CO	623	14,999	54
88	23,649	**Best Western Midway,** Green Bay, WI	148	3,500	75
89	23,636	**Griswolds Inn,** Claremont, CA	275	6,500	60
90	23,392	**Washington Duke Inn,** Durham, NC	171	4,000	62
91	23,333	**Ocala Hilton,** Ocala, FL	198	4,620	57
92	23,292	**Sheraton Anaheim Hotel,** Anaheim, CA	493	11,483	75
93	23,223	**Holiday Inn Wickliffe,** Cleveland, OH	197	4,575	76
94	23,214	**Holiday Inn West,** Gainesville, FL	280	6,500	67
95	23,077	**North Shore Hotel,** Northbrook, IL	260	6,000	60
96	23,026	**Sheraton Capstone Inn,** Tuscaloosa, AL	152	3,500	62
97	22,872	**Quality Inn Merry Acres,** Albany, GA	110	2,516	68
98	22,689	**Tidewater Inn,** Easton, MD	119	2,700	60
99	22,629	**Manhattan Holiday Inn,** Manhattan, KS	197	4,458	71
100	22,613	**Holiday Inn,** Marlboro, MA	199	4,500	68

LODGING'S 400 TOP PERFORMERS

HIGHWAY

The funky Madonna Inn leads the highway contenders.

RANK	SALES PER ROOM ($)	PROPERTY, LOCATION	ROOMS AND SUITES	TOTAL SALES ($000)	AVERAGE OCCUPANCY (%)
1	73,394	**Madonna Inn,** San Luis Obispo, CA	109	8,000	85
2	49,980	**The Hanover Inn at Dartmouth College,** Hanover, NH	104	5,189	67
3	48,828	**Sheraton at Woodbridge Place,** Iselin, NJ	256	12,500	84
4	45,518	**Weber's Inn,** Ann Arbor, MI	160	7,283	70
5	43,798	**Sheraton Meadowlands,** East Rutherford, NJ	430	18,833	69
6	41,667	**The Desmond Americana,** Albany, NY	324	13,500	70
7	39,039	**Northampton Hilton Inn,** Northampton, MA	127	4,958	76
8	39,009	**Holiday Inn Pyramid,** Albuquerque, NM	311	12,132	72
9	36,157	**Howard Johnsons,** Chelmsford, MA	115	4,158	70
10	35,933	**Best Western Grand Canyon Squire Inn,** Grand Canyon, AZ	151	5,426	76
11	35,771	**Holiday Inn-Bethlehem Hotel,** Bethlehem, PA	192	6,868	55
12	35,406	**The Highlander Inn,** Iowa City, IA	96	3,399	62
13	35,000	**The Berkshire Hilton,** Ann Arbor, MI	200	7,000	70
14	34,805	**Best Western Inn, at Hunt's Landing,** Matamoras, PA	108	3,759	70
15	34,390	**Los Robles Lodge,** Santa Rosa, CA	105	3,611	74
16	34,010	**Annapolis Ramada Hotel,** Annapolis, MD	197	6,700	79
17	32,895	**Comfort Inn South Shore,** Rockland, MA	76	2,500	85
18	32,038	**Best Western Chieftain,** Chambers, AZ	52	1,666	73
19	30,755	**Best Western Executive Inn,** Tacoma, WA	139	4,275	71
20	30,000	**Days Inn,** Jacksonville, AK	100	3,000	83
21	29,808	**Econo Lodge,** South Burlington, VT	177	5,276	80
22	28,617	**Ramada Inn,** Deerfield Beach, FL	107	3,062	61
23	28,182	**Comfort Inn,** Dedham, MA	165	4,650	68
24	27,832	**Sheraton Harrisburg West,** New Cumberland, PA	197	5,483	66
25	27,777	**Sheraton North Country Inn,** West Lebanon, NH	126	3,500	69
26	27,103	**Ramada Inn,** Deerfield Beach, FL	107	2,900	64
27	26,738	**Jumer's Castle Lodge,** Bettendorf, IA	210	5,615	76
28	26,567	**Sunnyvale Hilton,** Sunnyvale, CA	372	9,883	68

RANK	SALES PER ROOM ($)	PROPERTY, LOCATION	ROOMS AND SUITES	TOTAL SALES ($000)	AVERAGE OCCUPANCY (%)
29	25,563	**Holiday Inn,** International Falls, MN	126	3,221	60
30	25,282	**Holiday Inn-Gateway Center,** Ames, IA	149	3,767	80
31	25,170	**Ramada Inn,** Grand Forks, ND	100	2,517	81
32	25,060	**Ramada Inn,** Lewiston, ME	117	2,932	78
33	25,000	**Holiday Inn,** Goldsboro, NC	120	3,000	60
34	25,000	**Holiday Inn-Wapakoneta,** Wapakoneta, OH	100	2,500	79
35	24,736	**Sheraton Inn-Harrisonburg,** Harrisonburg, VA	140	3,463	69
36	24,468	**Holiday Inn North,** Springfield, MO	188	4,600	77
37	24,451	**Holiday Inn Princeton,** Princeton, NJ	102	2,494	76
38	24,401	**Quality Inn Sports Complex,** Lyndhurst, NJ	152	3,709	65
39	24,167	**Friendship Inn,** South Haven, MI	60	1,450	73
40	23,647	**Jumer's Castle Lodge,** Galesburg, IL	148	3,500	69
41	23,611	**Fabulous Westward Motel,** Grand Forks, ND	108	2,550	72
42	23,333	**Holiday Inn,** Crawfordsville, IN	150	3,500	72
43	23,235	**Quality Inn-Sherwood Knoll,** Lancaster, PA	166	3,857	74
44	23,111	**Best Western Robert E. Lee Motor Inn,** North Fort Myers, FL	108	2,496	75
45	23,100	**Hitching Post,** Cheyenne, WY	230	5,313	66
46	22,901	**Sheraton Aberdeen,** Aberdeen, MD	131	3,000	70
47	22,727	**Holiday Inn-Sunnyvale,** Sunnyvale, CA	176	4,000	63
48	22,666	**Holiday Inn,** Camp Springs, MD	150	3,400	85
49	22,579	**Ramada Inn Old Town,** San Diego, CA	152	3,432	81
50	22,447	**Best Western Inn,** Cobleskill, NY	76	1,706	63
51	22,398	**Ramada Inn,** York, PA	149	3,315	66
52	22,220	**Holiday Inn of Freeport,** Freeport, IL	91	2,022	63
53	22,011	**Holiday Inn Raton,** Raton, NM	89	1,915	73
54	22,000	**Holiday Inn,** Fergus Falls, MN	100	2,200	67
55	21,939	**Holiday Inn East,** St. Paul, MN	196	4,300	74
56	21,483	**Holiday Inn,** Waterloo, NY	118	2,535	76
57	21,428	**Holiday Inn of Gaylord,** Gaylord, MI	140	3,000	63
58	21,342	**Holiday Inn of Farmington,** Farmington, NM	149	3,180	71
59	21,126	**Cottonwood Inn,** Glasgow, MT	71	1,500	68
60	21,010	**Meredith Guest House,** Durham, NC	97	2,038	65
61	20,690	**Ramada Inn,** Waterloo, NY	145	3,000	77
62	20,661	**Holiday Inn Norton,** Norton, VA	121	2,500	68
63	20,576	**Embassy Suites Hotel,** Houston, TX	243	5,000	80
64	20,556	**Red Lion Inn,** Eureka, CA	180	3,700	73
65	20,395	**Ramada Inn,** Somerset, PA	153	3,100	64
66	20,270	**Heritage FantaSuite Hotel,** Evans, CO	74	1,500	59

LODGING'S 400 TOP PERFORMERS

AIRPORT

San Jose's Red Lion barely tops the Crystal City Marriott in suburban Virginia for airport top performer honors.

RANK	SALES PER ROOM ($)	PROPERTY, LOCATION	ROOMS AND SUITES	TOTAL SALES ($000)	AVERAGE OCCUPANCY (%)
1	47,572	**Red Lion Hotel,** San Jose, CA	515	24,500	71
2	47,059	**Crystal City Marriott,** Arlington, VA	340	16,000	86
3	42,394	**DFW Hilton Conference Center,** Grapevine, TX	401	17,000	73
4	39,578	**Radisson Plaza Hotel,** Manhattan Beach, CA	379	15,000	83
5	39,548	**Days Inn,** Philadelphia, PA	177	7,000	85
6	36,496	**Hyatt Regency Crystal City,** Arlington, VA	685	25,000	70
7	36,177	**Embassy Suites O'Hare,** Rosemont, IL	299	10,817	72
8	35,944	**Guest Quarters Hotel-BWI Airport,** Linthicum, MD	251	9,022	70
9	34,088	**Quality Inn-Airport,** Philadelphia, PA	240	8,181	95
10	32,136	**Sheraton Plaza La Reina,** Los Angeles, CA	810	26,030	83
11	30,757	**Seattle Airport Hilton,** Seattle, WA	173	5,321	74
12	29,891	**Radisson Hotel,** San Jose, CA	184	5,500	73
13	29,528	**Sheraton Imperial Hotel,** Raleigh, NC	333	9,833	63
14	28,571	**Hyatt Regency DFW,** Dallas/Fort Worth Airport, TX	1,400	40,000	68
15	28,000	**Holiday Inn Asheville Airport,** Fletcher, NC	150	4,200	80
16	27,234	**Rochester Hilton,** Rochester, NY	171	4,657	80
17	25,295	**Holiday Inn Crowne Plaza,** Burlingame, CA	407	10,295	72
18	25,157	**Holiday Inn Elk Grove,** Elk Grove Village, IL	159	4,000	66
19	25,000	**Airport Hilton Inn,** Pittsburgh, PA	140	3,500	65
20	24,825	**Thunderbird Hotel,** Bloomington, MN	263	6,528	62
21	24,475	**Ramada Inn East,** Reynoldsburg, OH	143	3,500	74
22	24,174	**Sheraton Inn Buffalo Airport,** Buffalo, NY	293	7,083	67
23	24,072	**Airport Plaza Hotel,** Reno, NV	270	6,500	81
24	24,000	**Airport Regency Hotel,** Miami, FL	175	4,200	80

RANK	SALES PER ROOM ($)	PROPERTY, LOCATION	ROOMS AND SUITES	TOTAL SALES ($000)	AVERAGE OCCUPANCY (%)
25	23,889	**Ramada Hotel O'Hare,** Rosemont, IL	723	17,272	63
26	23,623	**Travelers Hotel,** East Elmhurst, NY	162	3,827	79
27	23,602	**Holiday Inn Midway,** Chicago, IL	161	3,800	93
28	23,333	**Hilton East,** Columbus, OH	300	7,000	68
29	23,333	**Holiday Inn,** Englewood, OH	150	3,500	70
30	22,727	**Embassy Suites Hotel,** Santa Ana, CA	308	7,000	75
31	22,541	**Sheraton-New Orleans Airport,** Kenner, LA	244	5,500	81
32	22,521	**Best Western Midway Motor Lodge,** Milwaukee, WI	144	5,500	78
33	22,500	**Holiday Inn Albany Airport,** Latham, NY	120	2,700	73
34	22,222	**Holiday Inn Airport Marina,** Sarasota, FL	180	4,000	84
35	20,534	**Westcoast Sea-Tac Hotel,** Seattle, WA	146	2,998	83
36	20,367	**Sheraton Airport Inn,** North Charleston, SC	158	3,218	70
37	20,070	**Days Inn Oakland Airport,** Oakland, CA	142	2,850	86
38	19,664	**Holiday Inn,** Bemidji, MN	119	2,340	71
39	19,162	**Residence Inn,** Nashville, TN	167	3,200	80
40	18,919	**Phoenix Inn,** Greenville, SC	185	3,500	70
41	18,243	**Radisson Inn Airport,** Albuquerque, NM	148	2,700	70
42	18,135	**Airport Holiday Inn,** El Paso, TX	193	3,500	81

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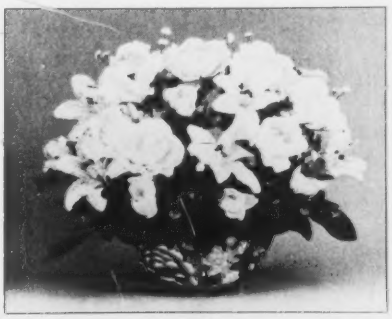

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LODGING'S 400 TOP PERFORMERS

THE CHAIN REPORT

The lodging chain market continues to diversify and grow: the top 10 chains account for more than one million rooms.

RANK	U.S. LODGING CHAINS	U.S. PROPERTIES		STATUS OF PROPERTIES				FOREIGN PROPERTIES	
1	**Holiday Corporation** Memphis, TN								
	Holiday Inn & Crowne Plaza	267,181	1,395	68	1,268	48	11	46,949	197
	Embassy Suites	21,364	87	6	35	26	20	0	0
	Hampton Inn	23,038	184	7	158	1	18	0	0
	Harrah's	3,317	5	5	5	0	0	0	0
	TOTAL	314,900	1,671	86	1,461	75	49	46,949	197
2	**Best Western International** Phoenix, AZ								
	Best Western	158,665	1,758	0	0	0	1,758	97,607	1,545
3	**Marriott Lodging Group** Washington, DC								
	Marriott Hotels & Resorts	84,671	190	23	53	114	0	5,854	15
	Marriott Suites	1,236	5	5	0	0	0	0	0
	Residence Inn by Marriott	16,345	136	39	56	40	1	0	0
	Courtyard by Marriott	19,500	130	130	0	0	0	0	0
	Fairfield Inn	3,464	26	26	0	0	0	0	0
	TOTAL	125,216	487	223	109	154	0	5,854	15
4	**Quality International** Silver Spring, MD								
	Comfort Inn	51,788	573	1	572	0	0	1,971	28
	Comfort Suite	4,084	33	0	33	0	0	0	0
	Quality Inn	49,982	382	8	374	0	0	9,977	92
	Quality Suites	4,433	30	0	30	0	0	0	0
	Clarion Hotels & Resorts	11,367	41	1	41	0	0	1,086	10
	Sleep Inn	92	1	0	1	0	0	79	1
	TOTAL	121,746	1,060	10	1,050	0	0	13,113	131
5	**Ramada Hotel Group** Phoenix, AZ								
	Rodeway Inn	18,876	160	0	160	0	0	48	1
	Ramada Inn	64,309	424	10	408	6	0	4,346	25
	Ramada Hotel	16,304	66	7	51	8	0	10,159	45
	Ramada Renaissance	8,526	15	3	9	3	0	7,259	25
	TOTAL	108,015	665	20	628	17	0	21,812	96

RANK	U.S. LODGING CHAINS	U.S. PROPERTIES		STATUS OF PROPERTIES				FOREIGN PROPERTIES	
			Number of	Company	Franchised/	Management			Number of
6	**Days Inns of America** Atlanta, GA								
	Days Inn	102,192	752	0	708	44	0	433	4
	Days Hotels	1,530	15	0	14	1	0	0	0
	Days Suites	470	4	0	4	0	0	0	0
	TOTAL	104,192	771	0	726	45	0	0	0
7	**Hilton Hotels Corp.** Beverly Hills, CA								
	Hilton Hotels	94,752	270	26	224	20	0	0	0
	Conrad Hotels	0	0	0	0	0	0	948	3
	Hilton Suites	230	1	1	1	0	0	0	0
	TOTAL	94,982	271	27	224	20	0	948	3
8	**Sheraton Corp.** Boston, MA								
	Sheraton Hotels	89,341	325	2	274	49	0	45,471	13
9	**Hyatt Hotels Corp.** Chicago, IL								
	Hyatt Hotels	45,119	82	NR	NR	NR	NR	0	0
	Park Hyatt	839	3	NR	NR	NR	NR	0	0
	Hyatt Resorts	7,581	13	NR	NR	NR	NR	0	0
	TOTAL	53,539	98	NR	NR	NR	NR	0	0
10	**Howard Johnson Franchise** Fairfield, NJ								
	Howard Johnson Lodge	29,257	287	39	247	1	0	428	4
	Howard Johnson Hotel	15,616	92	2	89	1	0	1,304	9
	Howard Johnson Plaza-Hotel	5,518	28	8	19	1	0	485	2
	Howard Johnson Amerisuites	622	5	0	5	0	0	0	0
	Howard Johnson Plaza-Suite	151	1	1	0	0	0	0	0
	Howard Johnson Park Square Inn	558	3	0	3	0	0	0	0
	Wellesley Inn	1,735	18	9	0	9	0	0	0
	TOTAL	53,457	434	59	363	12	0	2,217	15
11	**Motel 6, L.P.** Dallas, TX								
	Motel 6	51,572	452	452	0	0	0	0	0
12	**Travelodge** El Cajon, CA								
	Travelodge Hotels	4,022	16	16	0	16	0	0	0
	Travelodges	35,000	435	200	235	200	0	5,000	52
	Exclusive	1,501	4	3	0	0	0	0	0
	THF-UK	0	0	0	0	0	0	35,000	300
	TOTAL	40,523	455	219	235	216	0	40,000	352
13	**Econo Lodges of America** Charlotte, NC								
	Econo Lodge	37,795	463	0	463	7	0	136	2
14	**Super 8 Motels, Inc.** Aberdeen, SD								
	Super 8 Motels	35,991	574	31	543	76	0	138	3
15	**La Quinta Motor Inns, Inc.** San Antonio, TX								
	La Quinta Inn	25,767	202	163	7	32	0	0	0
16	**Hospitality International** Atlanta, GA								
	Scottish Inn	11,200	139	0	139	0	0	50	1
	Red Carpet Inn	10,400	140	0	140	0	0	0	0
	Master Host Inns & Resorts	2,400	18	0	18	0	0	170	2
	TOTAL	24,000	297	0	297	0	0	220	3
17	**Cardinal Lodging Group** Columbus, OH								
	Knights Inn	20,067	179	93	1	67	18	0	0
	Arborgate Inn	2,964	39	24	7	1	7	0	0
	TOTAL	23,031	218	117	8	68	25	0	0

RANK	U.S. LODGING CHAINS	U.S. PROPERTIES		STATUS OF PROPERTIES				FOREIGN PROPERTIES	
18	**Radisson Hotels International** Plymouth, MN								
	Radisson Plaza Hotel	4,708	13	7	5	8	0	0	0
	Radisson Suite Hotel	3,995	17	0	15	2	0	0	0
	Radisson Resort	1,256	10	2	7	3	0	0	0
	Radisson Hotel	12,404	49	6	38	11	0	0	0
	Radisson International	0	0	0	0	0	0	12,998	49
	TOTAL	22,363	89	15	65	24	0	12,998	49
19	**Red Roof Inns, Inc.** Hilliard, OH								
	Red Roof Inn	22,600	194	194	0	0	0	0	0
20	**Westin Hotels & Resorts** Seattle, WA								
	Westin Hotels & Resorts	21,153	36	NR	NR	NR	NR	13,523	29
21	**Preferred Hotels Worldwide** Oakbrook Terrace, IL								
	Preferred Hotels	14,260	56	0	0	0	56	8,248	31
22	**Doubletree, Inc.** Phoenix, AZ								
	Doubletree Suites	463	3	3	0	0	0	0	0
	Doubletree Hotels	9,326	28	13	0	15	0	0	0
	Compri Hotels	4,025	22	6	16	8	0	208	1
	TOTAL	13,814	53	22	16	23	0	208	1
23	**Red Lion Inns** Vancouver, WA								
	Red Lion	12,000	40	40	0	0	0	0	0
	Thunderbird	1,106	13	13	0	0	0	0	0
	TOTAL	13,106	53	53	0	0	0	0	0
24	**Stouffer Hotel & Resorts** Cleveland, OH								
	Stouffer Hotels & Resorts	13,061	32	22	0	10	0	0	0
25	**Omni Hotels** Hampton, NH								
	Omni	12,196	29	2	8	19	0	2,517	5
	Various Names	754	3	1	0	2	0	0	0
	TOTAL	12,950	32	3	8	21	0	2,517	5
26	**Treadway Inns Corp.** Saddle Brook, NJ								
	Treadway Inns	12,000	191	7	2	2	191	100	4
	De Vere Hotels	0	0	0	0	0	0	3,500	55
	Canadian Inns	0	0	0	0	0	0	275	7
	TOTAL	12,000	191	7	2	2	191	3,875	66
27	**Park Inn International** Irving, TX								
	Park Inns	7,738	75	0	75	10	0	157	1
	Park Plaza	1,595	4	0	4	0	0	3,850	11
	TOTAL	9,333	79	0	79	10	0	4,007	12
28	**Outrigger Hotels Hawaii** Honolulu, HI								
	Outrigger Hotels	7,646	22	19	0	3	0	0	0
	Royal Resorts	543	1	1	0	0	0	0	0
	Outrigger Lodging Services	892	5	0	0	5	0	0	0
	TOTAL	9,081	28	20	0	8	0	0	0
29	**Budget Host Inns** Ft. Worth, TX								
	Budget Host Inn	8,540	210	0	210	0	0	121	3
30	**Friendship Inns** North Bergen, NJ								
	Friendship Inn	7,510	138	0	138	0	0	193	4
31	**Allstar Inns** Santa Barbara, CA								
	Allstar Inn	7,412	70	70	0	0	0	0	0

RANK	U.S. LODGING CHAINS	U.S. PROPERTIES		STATUS OF PROPERTIES				FOREIGN PROPERTIES	
		Properties	Number of Properties	Company Owned	Franchised/ Licensed	Management Contract	Other	Properties	Number of Properties
32	Budgetel Inns, Inc. Milwaukee, WI								
	Budgetel	7,247	70	59	12	0	0	0	0
33	Wyndham Hotels & Reorts Dallas, TX								
	Wyndham Resorts	2,645	6	3	0	3	0	1,850	4
	Wyndham Hotels	3,625	10	7	0	3	0	0	0
	Wyndham Garden Hotels	660	4	3	0	1	0	0	0
	TOTAL	6,930	20	13	0	7	0	1,850	4
34	Loews Hotels New York, NY								
	Loews Hotels	5,900	12	6	0	6	0	840	2
35	Drury Inns, Inc. St. Ann, MO								
	Drury Inn	4,454	37	37	0	0	0	0	0
	Thirfty Inn	1,007	12	11	0	1	0	0	0
	Hampton Inn	231	3	3	0	0	0	0	0
	Cape Budget Inn	84	1	1	0	0	0	0	0
	TOTAL	5,776	53	52	0	1	0	0	0
36	Regal 8 Inns Mt. Vernon, IL								
	Regal 8 Inn	5,484	53	53	0	0	0	0	0
37	Shoney's Inn Nashville, TN								
	Shoney's Inn	5,327	46	0	46	5	0	0	0
38	Registry Hotel Corp. Dallas, TX								
	Registry Hotels	4,200	15	4	0	11	0	0	0

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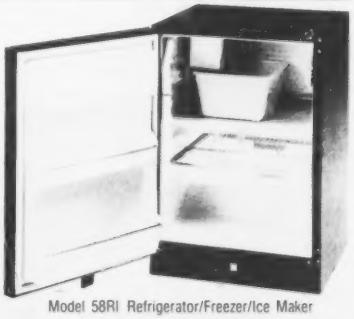

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LODGING'S 400 TOP PERFORMERS

TOP MANAGEMENT COMPANIES

While the player with the most properties generally leads, the rules of the management game have changed in recent years.

BY TONY LIMA
ASSOCIATE EDITOR

At one time, executives from a handful of companies that owned and developed hotels apparently found it in their best interests to manage those hotels and others—on a fee-for-service basis, of course.

Several years and many foreclosures later, many of those same companies are realizing that real estate and management don't necessarily mix. With construction costs building and tax laws changing it has become increasingly difficult for lodging owners to cover costs, let alone shield profits.

That's where the responsibility and expertise of management companies come into play.

During recent years, in fact, the number of company-owned properties among many major U.S. hotel chains has held steady and, in some instances, decreased. Estimates of the increased number of owned and/or managed properties among the chains during the past year alone range from 25 to 30 percent.

This is not to say that ownership is necessarily unprofitable. In fact, it is evident there is a new breed of hotel owner throughout the industry—one that is increasingly aware of marketing strategies as well as the responsibility of maintaining and operating a building.

Yet it's still no secret that with a slight depreciation of hotel properties, it is becoming less profitable than ever to simply own a property.

Thus, chains rely heavily upon management companies to avoid the obvious risks involved with ownership and development. Such an arrangement offers the management companies, especially in recent years, the opportunity to increase both their portfolios and their profits.

So what are chain executives, as well as independent operators looking for in a management company? Willis McFarlane, president and CEO of Regal-AIRCOA Companies, Inc. (formerly AIRCOA Companies, Inc.), states many properties "can't even service their debts" and can only benefit from good management.

The Denver-based company, which consistently leads the pack each year among our Top Management Companies—with an impressive 39,202 rooms and 166 properties—is in the enviable position of being able to expand its client base because of its sheer size.

But size alone does not an impressive company make. Because it offers clients and potential clients the ability to pick and choose from the plethora of services it offers, rather than insisting on signing full-service contracts only, many hotel owners and developers can take advantage of their own economies of scale and buy only those services from Regal-AIRCOA and its management subsidiaries (AIRCOA Hospitality Services, Inc., HMS and Dallas-based MHM, Inc.) which, for them, make sense and revenue.

Among the services available are accounting, marketing, purchasing and more. The company offers those services with more muscle than any other management company in the country.

And what management company services do hotel owners and operators want to avoid? Speaking at the company's recent Annual Business Conference, Juergen Bartels, group president of Carlson Hospitality, parent company of Radissons, as well as Colony Hotels and Resorts and Country Hospitality Inns, said management companies which offer rates that are too low or offer employees salaries that are too high—"which is an easy thing to do"—will have to learn new techniques or will be shown to be "ineffective managers."

Yet, as the lodging industry becomes more complex and more segmented, independent management companies oftentimes enjoy a flexibility which allows them both the security of chain affiliation and the liberties that go along with operating independent properties.

Listed on the following pages are 50 such companies. They have shown to be anything but ineffective the past year. LH

	COMPANY NAME	ROOMS	PROPERTIES	RANK BY PROP-ERTIES	OWN	MNG	DVP	CONTACT
1	**REGAL-AIRCOA COMPANIES** Circle 446	36,472 (AIRCOA Properties) 2,730 (Regal Properties)	162 4	1	Y	Y	Y	**Michael Hardisty,** VP Business Development
2	**TOLLMAN HUNDLEY** Circle 447	19,693	129	3	Y	Y	Y	**Brett Tollman,** President
3	**PRIME MOTOR INNS/PRIME MANAGEMENT CO.** Circle 448	19,360	135	2	Y	Y	Y	**David Simon,** VP Prime Motor Inns
4	**VMS REALTY PARTNERS** Circle 449	17,000	50	12	Y	Y	N	**Peter Morris,** Chairman of the Board
5	**OMNI HOTEL CORP.** Circle 450	15,611	39	17	Y	Y	Y	**Stephan Lewy,** SR. VP & Treasurer
6	**SERVICO, INC.** Circle 451	15,267	65	6	Y	Y	Y	**Howard Feiertag,** Senior VP
7	**LARKEN, INC.** Circle 452	14,198	79	4	Y	Y	Y	**Derick Rackham,** Operations Director
8	**CONTINENTAL COMPANIES** Circle 453	13,600	55	7	Y	Y	Y	**Tom Hewitt,** President and COO
9	**PRATT HOTEL CORPORATION** Circle 454	11,838	36	19	Y	Y	Y	**Jack Pratt,** Chairman of the Board
10	**COMMONWEALTH HOSPITALITY, LTD.** Circle 455	11,437	51	9	Y	Y	Y	**Michael Beckley,** Executive VP
11	**WINEGARDNER & HAMMONS, INC.** Circle 456	10,359	51	9	Y	Y	Y	**John Todia,** Executive VP
12	**INTERSTATE HOTELS** Circle 457	10,314	28	27	Y	Y	Y	**W. Thomas Parrington,** Sr. VP of Finance and Administration
13	**UNITED INNS, INC.** Circle 458	8,745	35	21	Y	Y	Y	**Don Cockroft,** President
14	**JOHN Q. HAMMONS HOTELS, INC.** Circle 459	8,419	33	23	Y	Y	Y	**Terry Bichsel,** VP Operations
15	**OUTRIGGER HOTELS OF HAWAII** Circle 460	8,190	23	36	Y	Y	Y	**Bryan Klum,** Advertising and PR
16	**WYNDHAM HOTELS** Circle 461	7,449	23	37	Y	Y	Y	**Hugh Smith,** CHA, VP Operations
17	**ASTON HOTELS AND RESORTS** Circle 462	7,197	40	16	Y	Y	Y	**Jay Ellsworth,** Exec. Vice President
18	**HOTEL INVESTORS CORPORATION** Circle 463	7,197	45	14	Y	Y	Y	**John Wiederaenders,** VP Acquisitions and Development
19	**PAN PACIFIC HOTELS & RESORTS** Circle 464	6,947	16	44	Y	Y	Y	**Steve Halliday, Sr.** Exec. VP. Operations
20	**SUMMIT HOTEL MANAGEMENT CO.** Circle 465	6,917	47	13	Y	Y	N	**Harry Fear,** Vice President
21	**LOEWS HOTELS** Circle 466	6,736	14	47	Y	Y	Y	**William Malbach,** VP Operations
22	**WESTBROOKE HOSPITALITY CORP.** Circle 467	6,500	38	18	Y	Y	N	**Philip Brookes,** President
23	**BEACON HOTEL CORPORATION** Circle 468	6,493	25	32	Y	Y	Y	**Stephen Pletcher,** Sr. VP Technical Services
24	**COLONY HOTELS AND RESORTS** Circle 469	6,000	32	25	N	Y	N	**John Ressell,** President and CEO
24	**MARINER CORPORATION** Circle 470	6,000	22	37	Y	Y	Y	**Archie Bennett, Jr.** Chairman

	COMPANY NAME	ROOMS	PROPERTIES	RANK BY PROPERTIES	OWN	MNG	DVP	CONTACT
26	**INTEGRA—A RESTAURANT AND HOTEL COMPANY** Circle 471	5,873	36	19	Y	Y	Y	**Bruce Wiles,** Sr. VP Development
27	**SHONEY'S INNS** Circle 472	5,865	51	9	Y	Y	N	**Scott Lewis,** Dir. Franchise Operations
28	**DRURY INNS, INC.** Circle 473	5,824	54	8	Y	Y	Y	**Chuck Drury,** President
29	**INTEGRATED RESOURCES, INC.** Circle 474	5,701	35	21	N	Y	N	**Thomas Saltzman,** President
30	**HORIZON HOTELS, LTD.** Circle 475	5,600	22	37	N	Y	N	**Robert Sacco,** VP/Treasurer
30	**VICTOR MANAGEMENT COMPANY** Circle 476	5,600	33	23	Y	Y	Y	**Michael Pleninger,** Sr. Vice President
32	**METRO HOTELS** Circle 477	5,541	27	28	Y	Y	Y	**Patrick Bajdek,** Exec. Vice President
33	**LANDMARK HOTEL GROUP** Circle 478	5,418	27	28	Y	Y	Y	**Gary Keller,** President
34	**MOTELS OF AMERICA** Circle 479	5,300	77	5	Y	Y	Y	**Carl Winston,** VP Operations
35	**MMI HOTEL GROUP** (formerly Mississippi Management, Inc.) Circle 480	4,629	21	40	Y	Y	Y	**Gaines Sturdivant,** President
36	**HOSTMARK** (formerly High Country Corp.) Circle 481	4,354	26	30	Y	Y	Y	**Stephen Narans,** CEO & Chairman
37	**CHURCHMAN CORP.** Circle 482	4,261	25	32	Y	Y	Y	**Jonathan Schade,** Executive VP
38	**AMERICAN GENERAL HOSPITALITY, INC.** Circle 483	4,200	29	26	N	Y	Y	**Jeff Binford,** VP, Development
38	**THE REGISTRY HOTEL CORP.** Circle 484	4,200	15	45	Y	Y	Y	**Charles Lamphere,** Chairman & President
40	**CALMARK HOSPITALITY SYSTEM, INC.** Circle 485	4,141	45	14	Y	Y	Y	**Tom Evans,** President
41	**FLATLEY COMPANY** Circle 486	4,100	14	47	Y	Y	Y	**Robert Morse,** Sr. Vice President
42	**BELZ HOTEL GROUP** Circle 487	3,846	14	47	Y	Y	Y	**Helmut Knipp,** President
43	**HOTEL MANAGEMENT SERVICES, INC.** Circle 488	3,672	25	32	N	Y	For Clients Only	**M.S. Skip Whittington,** Executive VP
44	**COAST HOTELS AND WESTCOAST HOTELS** Circle 489	3,527	18	42	Y	Y	Y	**Michael Kaile,** Sr. VP Operations
45	**WESTMONT HOSPITALITY GROUP** Circle 490	3,503	26	30	Y	Y	N	**Jerry Mathers,** Dir. of Operations
46	**BROOKSHIRE HOTELS** Circle 491	3,460	17	43	N	Y	Y	**Stephen Taylor,** Sr. Vice President
47	**VISTA HOST, INC.** Circle 492	3,340	20	41	Y	Y	Y	**Michael Harrell,** Chairman of the Board
48	**EQUITY HOTEL CORPORATION** Circle 493	3,240	25	32	Y	Y	Y	**Steven Belmonte,** CHA, President
49	**BOYKIN MANAGEMENT COMPANY** Circle 494	2,988	11	50	Y	Y	Y	**Robert Boykin,** President
50	**POTOMAC HOTEL GROUP** Circle 495	2,956	15	45	Y	Y	Y	**Jay Haddock,** Sr. Vice President